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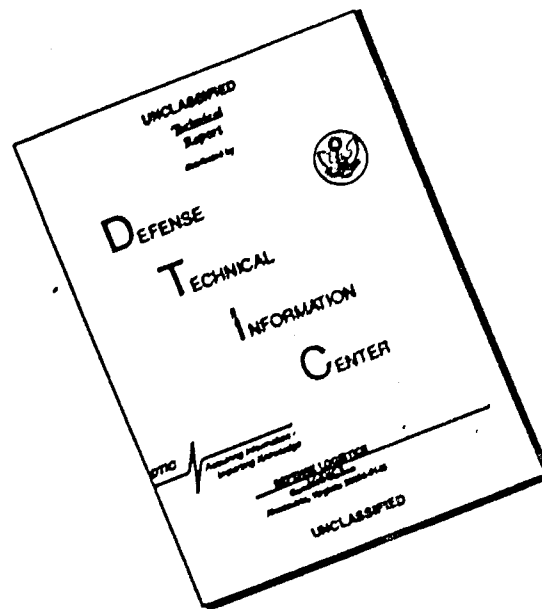
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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

AD391689

IN REPLY REFER TO

AGAM-P (M) (30 Jan 68) FOR OT RD-670729

2 February 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 9th  
Logistical Command, Period Ending 31 July 1967 (U)

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS 9TH LOGISTICAL COMMAND  
APO SAN FRANCISCO 96233

THIC-DO

10 August 1967

SUBJECT: Letter of Transmittal - Operational Report

THRU: ~~Commanding General~~  
~~U.S. Army Support Thailand~~  
~~ATTN: 5th MHD~~  
~~APO San Francisco 96233 M~~


CINCUSARPAC  
ATTN: GPOF-OT  
APO San Francisco 96558

TO: ACSFOR  
Department of the Army  
Washington, D.C. 20310

Attached as inclosure 1 is this organization's Operational Report  
for Quarterly Period Ending 31 July 1967 (REF CSFON-48).

FOR THE COMMANDER:

1 Incl  
as

  
DEAN E. ADAMS  
MAJOR, AGC  
Asst. Adjutant General

For OT RO File  
670729

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DEPARTMENT OF THE ARMY  
HEADQUARTERS 9TH LOGISTICAL COMMAND  
APO SAN FRANCISCO 96233

THLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

## SECTION 1

### Significant Organization and Unit Activities

1. (U) GENERAL: Organizational planning was completed and a new staff structure for the headquarters of the 9th Logistical Command and the 501st Field Depot was proposed. Modified tables of organization and equipment requesting reorganization of Headquarters and Headquarters Detachment, 9th Logistical Command, under TOE 54-22T and TOE 29-512T, Headquarters and Headquarters Company, 501st Field Depot were submitted. The proposed reorganization achieves the objectives of providing a logistical headquarters capable of command and control over currently assigned units. The four major subordinate logistical organizations comprise a total strength of approximately 3200 troops. This reorganization will retain both a logistical headquarters located at Korat and a depot headquarters to be located at Sattahip. This separation of logistical headquarters provides the minimal effective command and control of subordinate logistical units operating throughout Thailand. It also provides for responsive direct support of current operations as well as contingency operations. The retention of a scaled-down depot organization at Sattahip provides an acceptable nucleus for expansion of a general support base. The retention of a logistical headquarters at Korat provides a capability for rapid expansion with additional direct support and other logistical units oriented to the support of units moving to the Northeast. The relative staffing of the two headquarters is based on the premise that the Headquarters, 501st Field Depot, will be the operating supply organization, while the logistical headquarters will provide staff supervision, current policy guidance, and short range logistical planning for maintenance, transportation, and installation functions in addition to supply. This requires support from U.S. Army Support Thailand for broad general staff policy and longer range logistical planning. The staffing of these logistical headquarters considered the more than three-fold increase in logistical troop strength since the deployment of the 9th Logistical Command to Thailand. In addition, many new missions such as Class I, Class III, mortuary, property disposal, operation of the Sattahip port, and a military truck line haul have been assigned or programmed. The increased scope of previously assigned missions in addition to those newly assigned is reflected by an approximate six-fold increase in the command budget. The following are a comparison of proposed and current strengths:

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THLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

a. Current Organizations strength:

	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>
9th Log Comd	<u>46</u>	<u>1</u>	<u>127</u>	<u>174</u>
501st Field Depot	<u>50</u>	<u>3</u>	<u>141</u>	<u>194</u>
Total	96	4	268	368

b. Proposed reorganization strength:

	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>
9th Log Comd	<u>44</u>	<u>1</u>	<u>99</u>	<u>144</u>
501st Field Depot	<u>30</u>	<u>3</u>	<u>82</u>	<u>115</u>
Total	74	4	181	259

c. Personnel space savings:

	<u>OFF</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>
Current strength	<u>96</u>	<u>4</u>	<u>268</u>	<u>368</u>
Proposed strength	<u>74</u>	<u>4</u>	<u>181</u>	<u>259</u>
Spaces saved	22	0	87	109

2. (U) Directorate of Personnel:

a. Manpower. Current overhire of LN personnel within Headquarters, U.S. Army Support Thailand, has resulted in a temporary freeze and the establishment of priorities for the replacement of personnel. It has also resulted in creating unnecessary turbulence in position allocation and strength fluctuations at the lower operating levels. Occasionally short term, high priority positions have delayed the hiring of personnel in slightly lower priority positions. Considerable turn over of personnel is still being experienced within the transportation units. This may be due, in part, to labor unrest within individual units or may be personnel seeking higher paying positions in other units. The latter reason continues to be the major individual cause given for resignation.

b. Special Services. During the month of April 1967 Ambassador Martin determined that the American presence in the Pattaya area should be reduced. This was concurred with by all major US Forces Commanders in the country. As a result, the military facilities at Pattaya are being allowed to atrophy. A study was conducted by the 9th Logistical Command Special Services Officer to relocate the Command R & R Center presently located at Pattaya. This study was completed during July and findings and recommendations are presently undergoing review for final selection and development of a new site.

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THLC-DO

10 August 1967

SUBJECT: Operational Report for quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

c. Nonappropriated Funds:

(1) Due to the growing army population in the Sattahip/Camp Vayama area, it has been directed by the Commanding Officer, 9th Logistical Command, to separate the present country-wide NCO Open Mess. The mess will be divided into two separate systems; one to operate the messes in the Korat area and one to operate in the Sattahip/Camp Vayama area. The present single system has proved to be difficult to administer due to the great distance between areas. The Camp Vayama Officers' Open Mess is not affiliated with any other club system and operates with great efficiency. The details of this separation are under development with actual executions scheduled for 1 September.

(2) The Bangkok Officers' Transient Billet was officially opened on 4 July 1967. The billet is located at the Chao Phya Hotel which has been contracted on a lease basis. In addition to providing quarters for officers visiting in the Bangkok area, it also offers an open mess, swimming pool, and other recreational facilities which have not previously been available. Presently, the billet is administered by personnel of the U.S. Army Area Support Headquarters, Bangkok, under 9th Log Comd, with all facilities available to MACTHAI/JUSMAG officer personnel as well as transient officers.

d. Safety. The Command Safety Program has continued to be stressed during this quarterly period, with particular emphasis being placed on conditions in the Sattahip/Camp Vayama area. This area presents the greatest potential safety hazard to U.S. Forces in Thailand due to port facilities located there. Vast amounts of both Class III and Class V supplies are continuously being discharged from the port. The major portion of these supplies is retained in temporary storage. During the period 16-20 May 1967, a safety team consisting of the Command Safety Officer and personnel technically qualified in the fields of port operations, ammunition handling and storage, materials handling equipment and POL operations conducted a special safety inspection of the area. The result of this inspection was a general tightening of safety policies and procedures and proved to be of great benefit to the entire area. A similar inspection is planned for the latter part of this quarter.

3. (U) Directorate of Security, Plans, and Operations:

a. Submission of modified tables of organization and equipment. During the first two weeks in July, MTOE's were submitted to obtain authorization for proper materials handling equipment for the following units:

229th Transportation Company (Tml Svc)

233d Transportation Company (Tml Svc)

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270th Ordnance Detachment (Ammo)  
599th Ordnance Company (Ammo)  
Headquarters and Main Support Company (DS) (7th Maint Bn)  
562d Light Maintenance Company (DS)  
331st Supply Company (RP - GS)  
511th Supply Company (GS)  
558th Supply Company (Hvy Maint)  
590th Supply and Service Company (DS)

U. S. Army Support Headquarters, Bangkok

An inadequate supply of materials handling equipment was on hand in the units as a result of the units' failure to provide themselves the necessary authority in MTOE's or tables of distribution and allowances when authorization documents were submitted as required by the New Army Authorization Document System (NAADS). In addition, many of the items authorized and/or on hand were not included in the list of standardized MHE published and distributed at the Materials Handling Equipment Conference at USARPAC, 23 Jan - 4 Feb 1967. All of the MTOE's submitted by subordinate units were forwarded recommending current strength authorizations (due to the troop strength ceiling in Thailand) except for the following:

(1) The MTOE for the 233d Transportation Company was forwarded with a request for a force increase of 20; 6 spaces for a patrol boat and 14 spaces for 7 barge crews. This would increase the unit's authorized strength from 107 to 127.

(2) The MTOE for the 511th Supply Company was forwarded with recommendation for a strength of 216 by adding the 2 spaces of the 515th Quartermaster Detachment to the 214 spaces currently authorized. It was also recommended that the 515th Quartermaster Detachment be deactivated upon approval of the MTOE.

(3) The MTOE for 558th Supply Company as submitted was increased by 11 spaces which were taken from the Aircraft Parts Section of the 331st Supply Company. This action increased the authorized strength of the 558th Supply Company from 158 to 169 and reduced the strength of the 331st Supply Company by 11 spaces.

(4) The MTOE for the 590th Supply and Service Company was forwarded with the recommendation to deactivate the 4th Quartermaster

CONFIDENTIAL

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THLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

Detachment and to incorporate the 4 spaces into the company. This action increases the company's strength to level 3 at 171 personnel.

b. Royal Thai Army on-the-job Training Program. The OJT Program for training Royal Thai Army personnel in logistical specialties continued at a reduced pace. Fifty students received training during the quarter. Student input was reduced by the Royal Thai Army due to a shortage of funds. Shortage of TDY funds has limited the students to those from local army units. The small size of the classes has been beneficial to those students that were able to attend.

c. Tours and Visits. Students and faculty of the Royal Thai Armed Forces Staff College visited the Camp Friendship logistical facilities on 9 May 1967. The officers were briefed by the 9th Logistical Command Staff. During the month of July, a group of Royal Thai Army Ordnance Officers also toured the 9th Logistical Command facilities. The ordnance officers were primarily interested in the procedures and instruction that is presented in the on-the-job training program. See inclosures 1 and 2.

## d. New Units (May):

(1) On 7 May 1967 the 599th Ordnance Company arrived from Redstone Arsenal, Alabama. The unit was assigned to the 499th Transportation Battalion (Tml Svc). The mission of the 599th Ordnance Company is to operate the in-transit ammunition holding area near Camp Vayama. The ammunition is stored temporarily in the holding area after it is unloaded from ships at the port. The bulk of the ammunition handled consists of 500 and 750 pound bombs for the Air Force.

## e. New Units (June):

(1) On 8 June 1967 the 639th Transportation Detachment (Tug) arrived at U-Tapao Air Force Base. This detachment uses a 100 ft. tug in support of port operations.

(2) On 23 June 1967 the following detachments arrived at U-Tapao Air Force Base:

(a) 257th Quartermaster Detachment (Laundry)

(b) 582d Engineer Detachment (Fire Fighting)

(c) 505th Engineer Detachment (Water Purification)

## f. New Units (July):

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THLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

(1) On 16 July 1967 the 537th Transportation Detachment (Floating Crane) arrived in Thailand. This detachment arrived without the crane. The crane is expected to arrive on or about 15 November.

#### 4. (U) Directorate of Services, Supply and Maintenance.

a. Project Counter. On 30 May 1967 an 18 man special supply assistance team (Project Counter) arrived in-country. The team was originally constituted into two working groups and dispatched to Army units receiving support from the 9th Logistical Command. Their initial task was focused on reviewing unit supply procedures, including the AR 711-5 Report, PLL and repair parts procedures, organizational clothing records, property books and associated records. It was soon apparent that a nine man working group was too big to be used effectively in one unit. The team was reorganized into 3 working groups of 6 men each. This increased their overall effectiveness and allowed an accelerated schedule accomplishment. Two of the working groups have been shifted to the 501st Field Depot to assist the stock control activity. The first task assigned was to recompute requisition objectives, and then to insure that all supporting ASL's and PLL's are included in the depot stockage list.

b. Support to the Royal Thai Army Volunteer Regiment (RTAVR). This command was tasked with providing maintenance and supply support to the Royal Thailand Volunteer Regiment (RTAVR) during training in preparation for deployment to the Republic of Vietnam by U.S. Army Support Thailand. Assuming that this organization and its subsequent deployment had political as well as military implications, it was decided to provide maximum support within the limits of this command's capability. A composite maintenance and supply detachment was organized and deployed to the training site on 28 May 1967.

c. Property Disposal Operations (PDO). Considerable progress has been made in PDO operations during this report period. The new property disposal facility in Bangkok was occupied on 2 May. Accountability for property held in Air Force holding activities was transferred to the Air Force Bases on 1 July 1967. Sales will continue to be conducted by the area property disposal officer in Bangkok. Two DAC positions, recognized during the manpower survey 10-20 March have been filled and personnel arrived in-country on 29 July 1967. The arrival of the individuals will greatly increase the technical supervisor capability and increase the return on sales. Current average is 8.7% of acquisition cost which exceeds ARPAC and world wide averages.

d. LARC Operations. The arrival of the 165th Transportation Company (LARC) in April has created some unique supply and maintenance problems due to the introduction of 42 Light Amphibious Resupply Carriers (LARC). In order to counteract these problems a logistic expediter was appointed to provide a single source of authority and responsibility for LARC support. The Logistic Expediter has been in close contact with the

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THIC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

USAMEC Project Officer, 2nd Logistical Command, 1st Logistical Command, and the Marine Maintenance Activity in Vietnam. Ten new LARC's are expected in early September to replace some on hand that have hull damage. Primary problems center around the availability of field maintenance repair parts such as engines, Hi-Lo Transmissions, stern tubes, and fan drives. Repair of the AN/VRC 46 Radios has also presented some problems due to the low density of this item. Through the effort of the Logistic Expediter and excellent support from USAMEC most of the problems are well on the way toward solution. Since the unit arrived an average availability of 28 LARCs has been maintained out of the total of 42.

e. Packaging and Unitization of Supplies. A three man technical assistance team from AMC and Natick Laboratories was in the command from 11-26 July. These individuals assisted in developing requirements for packaging of all classes of supplies being shipped into Thailand from CONUS. The team visited all the supply activities in Korat, the terminal operations in Bangkok and Sattahip and the Class I and commissary operation in Bangkok.

f. Purchasing and Contracting. The two major contracts, repair and utilities and line truck haul, were finalized on 30th and 28th of June respectively. R & U contract was awarded for a total dollar value of \$12,818,600.00, while the line truck haul contract was awarded for \$6,750,000.00. On 8 July 1967, Mr. May, Contracting Officer, hand-carried the contracts to HPA, Japan, for review and approval. Following is a recapitulation of procurement activities during this report period:

(1) Number of Transactions	17,153
(2) Number of Transactions over \$10000	103
(3) Dollar value of services procured	\$21,390,357
(4) Dollar value of supplies procured	2,078,709

g. Maintenance of Electronic Equipment. In September 1966 the 7th Maintenance Battalion (DG) was reorganized into COSTAR configuration. One of the significant additions this reorganization created was a Communication and Electronic (C & E) platoon. This platoon is designed to accomplish direct support field maintenance of supported C & E equipment. This platoon is currently only about 65% effective and gained this effectiveness posture entirely during this report period. This posture was gained 10 months after reorganization. In the interim period this command entered into an Memorandum of Understanding with the 379th Signal Battalion. This organization's capability was designed to

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PHLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

provide field maintenance support to its organic C & E equipment only. The additional workload of supporting all units was accomplished by extended shifts and using operational personnel in maintenance functions.

h. Engineer Construction Equipment Maintenance. Due to the heavy usage, equipment age and terrain in Thailand, the maintenance of engineer construction equipment has become a critical problem. This equipment, for the most part, has been operated on either two-shift or at least extended shift in building the Inland and Korat-Kabinburi roads for many months. Lack of major assemblies created one significant problem. Since replacement assemblies were not available, the direct support units were required to perform a higher echelon of maintenance (General Support) or when available, let local contracts for overhaul. Neither system is desirable or effective. In the former, the direct support capability is degraded and the latter scheme was not really responsive to immediate needs and frequently lacked quality performance. Two actions directed at improving these conditions were undertaken. All major assemblies pertaining to engineer construction equipment were placed under intensive supply management at all echelons. Careful review of stockage revealed inaccurate computations, and incorrect interpretation of stockage criteria which reduced the quantitative stockage objective. Intensified management has eliminated these deficiencies and increased the responsiveness of the supply system. The second action was the development of a scope of work to be used for awarding a contract for augmentation of present engineer maintenance capability. Present concept envisions assigning this contract facility to the 7th Maintenance Battalion (DS) with physical location at Phanom (809th Engineer Bn Base Camp). The operation will consist of approximately 20 US civilian construction equipment technicians. Parts will be primarily furnished by the Army supply system with an alternate source being the contractor's purchasing system. Two major companies, Philco-Ford and Trans World Airways have indicated an interest in this contract.

5. (U) Management Office.

During May-June 1967, the Management Office was created as the result of the reorganization of U.S. Army Support Thailand, 9th Logistical Command and 501st Field Depot. The personnel resources to staff this section were retained from the Comptroller's Office which was eliminated during the reorganization. Close cooperation and collaboration between USARP/THAI Comptroller and 9th Logistical Command Management Office was required pending arrival of new replacement personnel this summer.

6. (C) Directorate of Transportation.

a. Port Congestion:

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THIC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

→ (1) During the Period 1 May through 31 July 1967, a total of 63 vessels called at Bangkok and 57 called at Sattahip. The total vessel waiting time at Bangkok averaged 6.3 days per vessel. The total vessel waiting time at Sattahip averaged 1.3 days per vessel. Total cargo throughput per port was Bangkok 150,844 M/T, and Sattahip 193,654 M/T.

(2) During the period of the report, action was taken by this command to alleviate the congestion problem at Bangkok port. During the months of May and June, four Bangkok-bound vessels were diverted to Sattahip and in July seven were diverted. Actions taken during the months of June and July by this command and higher headquarters were as follows:

(a) JCS directed on 16 June 1967 the maximum use of MSTs controlled ships for movement of military cargo to Thailand and consolidation of cargo into minimum shipments of 2,000 M/T per sailing. In addition, CINCPAC stated 29 June that MSTs PAC will route all CONUS ships to Sattahip, subject to in-country diversions to Bangkok if desired.

(b) During the month of July 1967, this command diverted seven Bangkok-bound ships to Sattahip and emphasis in the future will be placed on continuing this policy.

(c) An additional LARC V Company will be deployed to Thailand for a TDY period of 180 days. In-country clearance has been granted and unit is expected in August 1967. This unit will increase the discharge capability of Sattahip Port 33,000 M/T per month.

(3) Sattahip Port and Base. Four additional berths are under construction. Former berth BOD's of 1st berth July; 2nd berth, August; and 3rd and 4th berths in November, have been rescheduled for 15 August, October 1967, and January 1968, respectively. A temporary intransit storage shed for the first berth is expected to be ready for use 15 August 1967, since permanent sheds will not be available until January 1968.

(4) Beginning 8 May the 165th Transportation Company (LARC) has been utilized in a LOTS operation in support of this command's "Poker Dice" mission. The unit's area of operations has been between vessels anchored 2.5 to 2.75 miles off the U-Tapao beach and the USAF Class V Storage area 1½ miles inland. Due to water currents the LARC's have been swimming approximately 7 miles each round trip from U-Tapao Air Force Base to the vessel anchorage site. A LARC truck transfer point was established on the beach in July. Cargo from that time onward has been transferred from LARC to truck and then trucked from the beach to the U-Tapao or Camp Vayama Class V storage areas.

b. Local and Line Haul Transportation.

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CHLC-DO

SUBJECT. Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

10 August 1967

(1) Beginning 11 Mar 1967 the use of U.S. military trucks as an augmentation to the Express Transportation Organization (Commercial Carrier) throughout Thailand was Authorized. One exception to this rule is that only U.S. military trucks 2½ ton or less in size, and medium trucks (Refrigerated Van) may be used in the Bangkok area. In areas other than Bangkok, U.S. military trucks may be used any time the commercial carrier does not have trucks available. The results of this agreement have had a great impact upon the utilization of the 519th Transportation Battalion. During the previous reporting period 1 February - 30 April 1967, the unit moved an average of 10,012 tons per month. During the period of this report, the monthly average has risen to 10,236 tons.

(2) During the reporting period the primary mission of the 53rd Transportation Company (Mdm Trk) has been support of "Poker Dice" requirements. During this period the 53rd Transportation Company has fulfilled the mission of Poker Dice cargo movement from Sattahip to U-Tapao and general port clearance.

(3) During the period of this report action was taken to realign the organization of the 172d Transportation Detachment (Movement Control). Actions thus far have only been formative and will not be finalized for another three to six months. Finalization of planning and implementation is expected to result in the following:

(a) Installation transportation activities now a mission of the 172nd Transportation Detachment (Mov Con) will become the responsibility of the several area support headquarters. Installation transportation activities are processing of household goods and hold baggage; driver testing, passenger service and Transportation Motor Pool operations.

(b) Reorganization of the 172nd Transportation Detachment (Mov Con) into the Transportation Management Agency (TMA) Thailand. Headquarters of TMA will be located at Korat with subordinate elements located at Korat, Sattahip and Bangkok. In addition, TMA representatives will be located at Takli, Udon, Nakhon Phanom, Ubon and Korat.

(4) The Directorate of Transportation provided support to the command's depot operations in areas closely associated to transportation and discharge of cargo from line haul trucks. Through contractual agreements, two cranes were put into operation at the 501st Field Depot, Camp Friendship. In addition, two local nationals were assigned to the depot to assist in receiving units, in documentation and cargo handling procedures.

## 7. (U) Directorate of Installations and Facilities.

a. A proposed Table of Distribution and Allowances for Repairs and Utilities augmentation to the Directorate of Installations and Facilities was submitted. The augmentation was submitted in accordance with

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CONFIDENTIAL

10 August 1967

14

Recommendation Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

Recommendation in the OCM inspection team report and concurred in by Headquarters, US Army Support Thailand. If approved, this will authorize DIF an additional 4 officer, 8 enlisted men, 13 LAC and 12 local national spaces. The personnel are required to adequately supervise the repair and utilities contract. Until these spaces are approved and filled, temporary assistance has been requested from outside the command.

b. 428th Medical Battalion (-), 7th Maintenance Battalion and Headquarters Detachment, 9th Logistical Command, were relocated into new 144 men barracks at Camp Friendship, Korat. The older billets were consolidated and reallocated. Plans are under way for the movement of other units into the new buildings as soon as they become available.

c. Troop Construction - 528th Engineer Detachment.

(1) Work continued on 9 projects by the 528th Engineer Detachment (Util). The snack bar and concessionaires of the PX were turned over to the Exchange Activity. The Korat EF Club, NCO Club expansion, theater and four laundry buildings are progressing on schedule and should be completed by their BOD. The library and craft and hobby shops are in the final design staff.

d. Repairs and Utilities (AMPAC Maintenance Company Contract).

(1) A new contract was negotiated with the AMPAC Maintenance Company during the month of June for FY 68 for R & U services and operation of the generator overhaul facility. The contract amount is \$12,954,747.00 and authorizes the contractor a manning level of 283 US personnel and 3386 IN's. The main reason for the sharp increase in cost over FY is the increase in the number of sites and a larger number of facilities at each site. EWCS sites are now also being maintained by AMPAC.

(2) A table of distribution and allowances for the AMPAC Maintenance Company provides AMPAC with the government furnished equipment needed to perform the mission. This TDA covers only that equipment authorized by the contract and will be submitted for approval during August 1967.

(3) The AMPAC Maintenance Company has continued to improve its effectiveness during this period even though the number of facilities have greatly increased. Overall performance has generally been satisfactory. The contractor has experienced problems in lack of equipment, slow rate of receipt and distribution of supplies, and a lack of qualified personnel. Command emphasis on the prompt receipt and distribution of supplies and more efficient use of available equipment, as well as receiving some new equipment, has improved the services furnished the customer. The prime problem area remaining is the lack of experienced, competent U.S. supervisors in the R & U field. Personnel now on hand are being screened and the assistant project manager is now on a stateside recruiting assignment.

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15  
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THIC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967

Higher standards for employment have been established to provide more capable contractor personnel.

e. Feeder data covering the 9th Logistical Command's construction requirements for FY 69 was furnished USARSUPHAI for formulation of the FY 69 MC. Construction Program. Projects requested by this command were for operational facilities (warehousing, storage areas, roads, airfield, breakwater, railroad siding) and community facilities (APO, messes, education centers, clubs, housing and athletic facilities). These facilities are considered to represent the minimum essential requirements which will permit this command to effectively accomplish its mission.

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THLC-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967

SECTION 2. Part I

Observations (Lessons Learned)

1. (U) Personnel:

a. In accordance with appropriate Army Regulations the approval of non-appropriated fund actions is normally the decision of the installation commander. Under present policy, the Commanding Officer, 9th Logistical Command, is considered the installation commander for all such activities in Thailand. Accordingly, he should have approving authority over all mess activities in-country. However, this is not being practiced. Several USARSUPTHAI units are presently operating clubs and messes without installation approval. Considering conditions in Thailand and the distances between US Army installations, it is impracticable to have the Commanding Officer, 9th Logistical Command exercise installation control.

b. The safety inspection discussed in Section I above, did much to improve conditions in the Sattahip/Camp Vayama area. However, the scope of such an all encompassing program, requires the presence of a full time trained safety expert. This headquarters is initiating action to have such a position authorized and filled.

2. (U) Operations:

a. The 260th Transportation Company (Admin Truck Petroleum) arrived in Thailand without task vehicles. The unit was subsequently assigned the alternate mission of hauling fill for the Inland Road project in support of the 44th Engineer Group. The unit was issued M51A2 dump trucks to perform this mission. Upon operating the vehicles, parts fabricated from rubber began to fail at a higher than normal rate. Such parts as CV boots and fan belts were replaced quite frequently. It was learned that the vehicles, while new, were in storage for two years prior to issue to the unit. The majority of the vehicles had less than fifty miles recorded on the odometer. However, two years of storage caused oxidation to occur in the rubber parts of the vehicle. Examination of the parts that failed showed that the rubber was unusually brittle.

b. The preparation of modified tables of organization and equipment is a complex and tedious operation. Company sized units below battalion level do not have the capability of performing this task properly.

c. Military Vehicle Operations. Maximum utilization of US military vehicles is a command goal. During the period of this report several incidents have hindered attainment of this goal. US military trucks can be utilized when the commercial carrier cannot meet a vehicle requirement. This requires immediate response by the truck unit. In addition loading, lashing and bracing material must be on hand for immediate use. It was learned that many shipping activities did not have the required materials available and in some cases shippers were not aware of the fact that it was their responsibility to perform the lashing and bracing.

CONFIDENTIAL

10-10-67  
10-10-67

- a. The results of the Project Counter Teams efforts have been very gratifying. They have uncovered many areas in which command guidance and interest should be increased or emphasized.

c. On 19 June 1967, the Tug USAV LT 2075 was delivered to Sattahip, Thailand, from Rio Vista, California. Delivery was made by a civilian contract crew which delivered subject craft under its own power. As soon as the crew had cleared Thailand, Customs and Immigration on the 19th of June, 1967, they departed. Property documents, pertaining to the tug were delivered by the delivering master to MSTs, Sattahip. Departure of the delivery crew was within fifteen minutes of the time the Military Master boarded the LT 2075 at anchor off the M&P Pier at Sattahip. There was no time to make more than a cursory inspection of the ship. Detailed inspection and operating instructions as a minimum should have been provided.

18

**CONFIDENTIAL**

TELE-DO

10 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
RCS CSFOR - 65 (U)

SECTION 2, Part II

Commander's Recommendations

1. (U) Recommend that **USARSUPHAI** delegate to this command authority to charge the separate area commanders with responsibility for the operation, supervision, and authority to act as "Installation Commander," when these area headquarters are adequately staffed to perform the function.
  2. (U) Recommend that a technically trained safety inspector or engineer be assigned on permanent duty with the U.S. Army Support Headquarters, Sattahip, to administer a vigorous program covering all aspects of safety requirements in that area.
  3. (U) Vehicles that have been in storage for a considerable length of time should be given a thorough technical inspection before issue to a using unit. Rubber parts should be given particular attention, and if evidence of deterioration is present, the part should be replaced.
  4. (U) It is recommended that modified tables of organization and equipment not be prepared below battalion level.
  5. (U) It is recommended that the proper lashing, bracing, and blocking procedures be included in the program of instruction in service schools that teach supply courses. Instruction should be presented at the appropriate grade level. It is further recommended that this training be integrated into training at the unit level for those units that are engaged in shipping supplies.
  6. (U) It is recommended that teams like Project Counter be offered on a continuing basis each year or at minimum bi-annually. Short tour areas are plagued with personnel turbulence and frequent up-dating and careful reviews by a team similar to this one would be very beneficial.
  7. (U) It is recommended that procedures be established to expedite the fill of personnel and equipment requisitions created by reorganizations. Particular emphasis is required when operational missions are adversely affected.
- (U) That Army craft that are to be operated in an overseas area be delivered by the crew that will operate the craft after arrival.

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# CONFIDENTIAL

19

THLC-DC

10 August 1967

SUBJECT: Operational Report for quarterly period ending 31 July 1967  
RCS COROR - 65 (U)

This will assure proper maintenance, provisioning for operations and administration, as well as training for the crew.

9. (U) It is recommended that the table of distribution and allowances for supervising the R & U contract be given immediate attention and approval by higher headquarters.

*Fred B. Proctor*

2 Incls

Withdrawn, 1. ~~RFA Officers Tour~~  
Hqs. DA 2. ~~Thal Officer Briefing~~

FRED B. PROCTOR  
Colonel, CE  
Commanding

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THOP-CP (30 August 1967) 1st Ind  
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
9th Logistical Command - WBGYHB

Headquarters, United States Army Support Thailand, APO 96233

TO: CINCUSARPAC, ATTN: GPOP-OT, APO 96558

1. Reference Section 1, paragraph 4g: The memorandum of understanding between the 9th Logistical Command and the 29th Signal Group expired 15 July 1967. Presently the two units are operating by verbal agreement. 9th Logistical Command will be directed to initiate action to update expired memorandum.
2. Reference Section 2, Part I, paragraph 1a: Concur with the comments pertaining to the impracticability of the CO, 9th Logistical Command exercising installation control over all non-appropriated activities within Thailand. This Headquarters will study the feasibility of tasking commanders, within certain geographical areas, with installation control over non-appropriated fund activities. Study will also include all phases of installation commander responsibilities, i.e., investigations waivers, reviewing authority, IAR's, and the like.
3. Section 2, Part II, paragraph 1: When the approved TDA for the Area Support Headquarters are received, G-4 will initiate action to approve authority requested.
4. Section 2, Part II, paragraph 2: Concur in need for safety inspector. G-1 will approve when request received.
5. Section 2, Part II, paragraph 3: This is a "lesson learned" comment which is currently being accomplished.
6. Section 2, Part II, paragraph 5, 6, and 7: Concur in Commander's recommendations.
7. Section 2, Part II, paragraph 8: Do not believe this recommendation is feasible. The crew on any craft should remain with the craft for a sufficient time to insure that personnel to operate and maintain the craft are properly trained.
8. Reference Section 2, Part II, paragraph 9: TDA for augmentation of 9th Logistical Command and supervision of R&U contract is being staffed by G-3, this headquarters, for early submission. A message was sent to CINCUSARPAC on 12 August 1967 outlining the problem and the intended TDA submission.

Downgraded at 3 year Intervals  
Declassified after 12 years  
DOD DIR 5200.10

*fr* *J. W. Burns*  
EDWIN F. BLACK  
Brigadier General, USA  
Commanding

*col GS*  
*c/s*

17

**CONFIDENTIAL**

22-

GPOP-DT (10 Aug 67) 2d Ind (U)  
SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967  
from HQ, 9th Logistical Command (UIC: WBGYHB)(RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 19 OCT 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. This headquarters has evaluated subject report and forwarding  
indorsements and concurs in the report as indorsed.

2. The proposed reorganization of the 9th Logistical Command was  
forwarded to DA ACSFOR along with the proposed reorganization of HQ  
USARSUPTEAI on 27 June 1967. As of this date, there had been no review  
action on the authorization documents by DA.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
ASST AG

1 Incl  
nc

18